



Health Services

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June 23, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #14 (Agenda Item #S-1, June 23, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of May 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of May was 577 out of 671 licensed beds, an estimated 84% utilization rate (86% occupancy). This is a slight increase in ADC for April 2009. The census for Medical/Surgical (Med/Surg) is an estimated 92% utilization rate (94% occupancy) for May 2009.

Additional Information Requested

On June 9, 2009, DHS was instructed by Supervisor Antonovich to report back: 1) a narrative assessing the data in the charts and tables provided within the reports, particularly on the specific problems that are reflected by the data and the actions being taken to address the problem areas; and 2) the positive results of past actions that have taken and how these results are reflected in the performance indicators.

Furthermore, in the status reports, it is indicated that the Office of Managed Care is working on a plan to guide the contracting and marketing of specialty care services at LAC+USC: 1) if successful, how will the Department reconcile the County's responsibilities under Section 17000 with the expanded utilization by private providers; and 2) would that include both inpatient and outpatient care?

Narrative and Positive Outcomes -- In addition to the narrative reported in the Comments section of the attachment and the Census Trending above, LAC+USC has experienced upward trending in the areas of Median Emergency Department Boarding Time (EDBT), ED Wait Times, Left Without Being Seen (LWBS) and ambulance diversion. Based on this and the growing census, several measures have been implemented to bring these times down and improve patient flow including:

1. Obtaining license flex approval from the California Department of Public Health with respect to 10 intensive care unit (ICU) beds which

were not utilized or staffed. This allows for the use of these beds as Med/Surg with a lower nurse patient ratio. Currently, there is a greater need for inpatient ward beds as opposed to ICU beds.

2. Identifying a Temporary ED Overflow patient care area of the Diagnostic and Treatment Tower that is utilized as needed when the boarding time of patients waiting to be admitted becomes problematic due to lack of inpatient capacity.
3. Implementing the ED Surge Plan (without using hallway beds) to identify levels of ED crowding (using a scale of six levels) to implement various measures based on degrees of overcrowding. This is a response plan that engages the entire institution's involvement. The degree of response escalates to prevent or mitigate further overcrowding and the consequences of such.
4. Expanding open hours of the Urgent Access Diagnostic Center as well as number of ED referral appointments.

As demonstrated in Attachment 1, these measures have **reduced the Median EDBT by up to 40% for Adults and by 34% overall; decreased ED Wait Time by 23%; decreased LWBS by nearly 37%; and has reduced diversion of ALS units due to ED saturation by up to 40% from prior four months.**

Health Plan Agreements for Specialty Inpatient Care -- DHS, through the Office of Managed Care, has developed an action plan that will guide the contracting and marketing activities needed to promote the under-utilized specialty care services at LAC+USC. Contracts will only allow acceptance of patients when capacity is available and DHS will develop procedures to ensure that the County's Section 17000 obligation is met. Such contracts will not be used for highly impacted areas such as Med/Surg beds but rather for specialty beds where LAC+USC has available capacity, such as the Burn, Obstetric and Pediatric Units as well as the Neonatal Intensive Care Unit. Contracting for outpatient care is not a consideration as current outpatient capacity is not available. Contracted patients treated in inpatient specialty care units will be referred back to their health plan for ongoing care.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachment

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

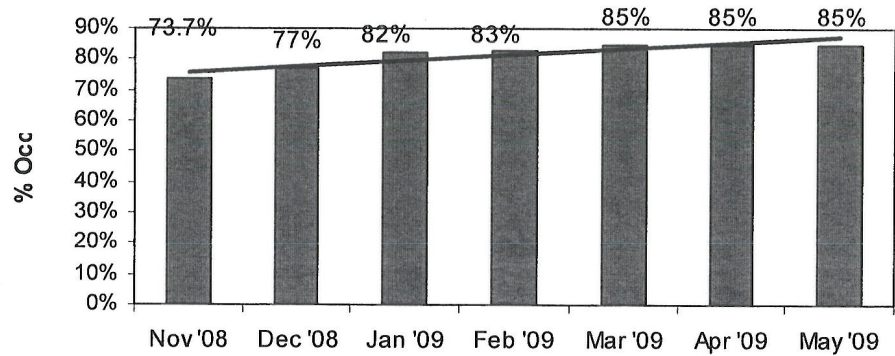
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – May 2009

Indicator	Definition	Data	Comments																																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																			
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p style="text-align: center;">ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>623</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>605</td></tr><tr><td>Apr '07</td><td>625.5</td></tr><tr><td>May '07</td><td>623</td></tr><tr><td>Jun '07</td><td>623</td></tr><tr><td>Jul '07</td><td>590</td></tr><tr><td>Aug '07</td><td>609</td></tr><tr><td>Sep '07</td><td>605</td></tr><tr><td>Oct '07</td><td>583</td></tr><tr><td>Nov '07</td><td>611</td></tr><tr><td>Dec '07</td><td>578</td></tr><tr><td>Jan '08</td><td>596</td></tr><tr><td>Feb '08</td><td>491</td></tr><tr><td>Mar '08</td><td>525</td></tr><tr><td>Apr '08</td><td>551</td></tr><tr><td>May '08</td><td>563</td></tr><tr><td>Jun '08</td><td>572</td></tr><tr><td>Jul '08</td><td>572</td></tr><tr><td>Aug '08</td><td>577</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	623	Dec '06	598	Jan '07	612	Feb '07	605	Mar '07	605	Apr '07	625.5	May '07	623	Jun '07	623	Jul '07	590	Aug '07	609	Sep '07	605	Oct '07	583	Nov '07	611	Dec '07	578	Jan '08	596	Feb '08	491	Mar '08	525	Apr '08	551	May '08	563	Jun '08	572	Jul '08	572	Aug '08	577	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <p>Med Center Census – Newborns / 600</p> <table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>84%</td></tr><tr><td>May '09</td><td>85%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = Med Center Census + Newborn / 600</p> <p>Med Center Census + Newborns / 600</p> <table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>86%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	84%	May '09	85%	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	Mar '09	85%	Apr '09	85%	May '09	86%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
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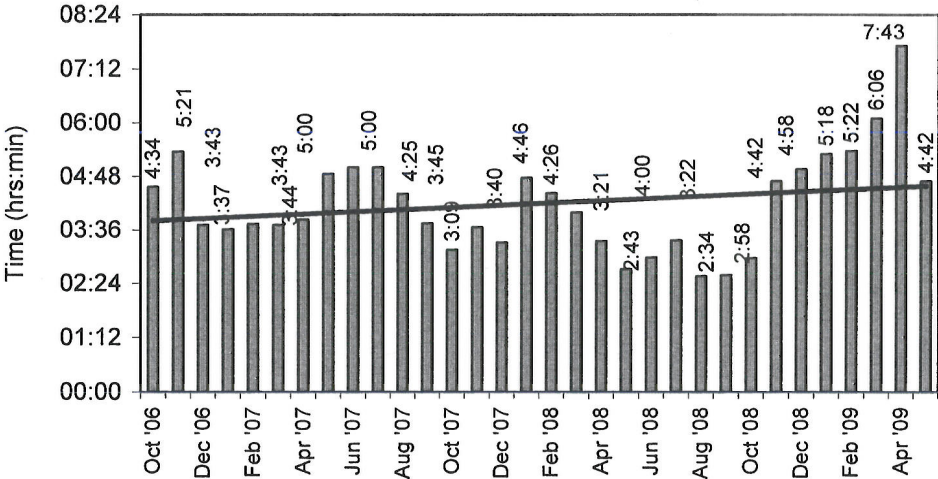
LAC+USC Medical Center
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		<div>2. Healthcare Network Budgeted Occupancy</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	
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<div>2a.</div> <div>Median Emergency Department Boarding Time (EDBT)</div> <div>*Harris Rodde Indicator</div>	<div>Boarding Time:</div> <div>Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</div> <div>Calculation:</div> <div>The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</div> <div>Source of Data:</div> <div>Affinity</div> <div>Target:</div> <div>Less than 7 hours.</div>	<div><div>Median EDBT</div><table><thead><tr><th>Category</th><th>Nov '08</th><th>Dec '08</th><th>Jan '09</th><th>Feb '09</th><th>Mar '09</th><th>Apr '09</th><th>May '09</th></tr></thead><tbody><tr><td>Adult</td><td>4:28</td><td>4:58</td><td>5:22</td><td>5:14</td><td>6:06</td><td>7:43</td><td>4:42</td></tr><tr><td>Peds</td><td>2:18</td><td>2:17</td><td>2:21</td><td>3:00</td><td>2:22</td><td>2:32</td><td>2:31</td></tr><tr><td>Total</td><td>4:12</td><td>4:33</td><td>4:28</td><td>4:44</td><td>6:06</td><td>6:08</td><td>4:00</td></tr></tbody></table></div> <div>May '09 data is Preliminary data</div>	Category	Nov '08	Dec '08	Jan '09	Feb '09	Mar '09	Apr '09	May '09	Adult	4:28	4:58	5:22	5:14	6:06	7:43	4:42	Peds	2:18	2:17	2:21	3:00	2:22	2:32	2:31	Total	4:12	4:33	4:28	4:44	6:06	6:08	4:00	
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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<div><div><h3>Left Without Being Seen</h3><table border="1"><thead><tr><th>Month</th><th>Number</th><th>Percent</th></tr></thead><tbody><tr><td>Oct-06</td><td>1200</td><td>10.5%</td></tr><tr><td>Nov-06</td><td>900</td><td>7.5%</td></tr><tr><td>Dec-06</td><td>800</td><td>6.5%</td></tr><tr><td>Jan-07</td><td>850</td><td>7.0%</td></tr><tr><td>Feb-07</td><td>850</td><td>7.0%</td></tr><tr><td>Mar-07</td><td>750</td><td>6.0%</td></tr><tr><td>Apr-07</td><td>700</td><td>5.5%</td></tr><tr><td>May-07</td><td>700</td><td>5.5%</td></tr><tr><td>Jun-07</td><td>750</td><td>6.0%</td></tr><tr><td>Jul-07</td><td>1150</td><td>8.5%</td></tr><tr><td>Aug-07</td><td>1100</td><td>8.0%</td></tr><tr><td>Sep-07</td><td>950</td><td>7.0%</td></tr><tr><td>Oct-07</td><td>1050</td><td>7.5%</td></tr><tr><td>Nov-07</td><td>750</td><td>5.5%</td></tr><tr><td>Dec-07</td><td>800</td><td>6.0%</td></tr><tr><td>Jan-08</td><td>1050</td><td>7.5%</td></tr><tr><td>Feb-08</td><td>1050</td><td>7.5%</td></tr><tr><td>Mar-08</td><td>700</td><td>5.5%</td></tr><tr><td>Apr-08</td><td>700</td><td>5.0%</td></tr><tr><td>May-08</td><td>850</td><td>6.0%</td></tr><tr><td>Jun-08</td><td>900</td><td>6.5%</td></tr><tr><td>Jul-08</td><td>1050</td><td>7.5%</td></tr><tr><td>Aug-08</td><td>1100</td><td>8.0%</td></tr><tr><td>Sep-08</td><td>1100</td><td>8.0%</td></tr><tr><td>Oct-08</td><td>1450</td><td>10.5%</td></tr><tr><td>Nov-08</td><td>1650</td><td>12.0%</td></tr><tr><td>Dec-08</td><td>1300</td><td>11.5%</td></tr><tr><td>Jan-09</td><td>1850</td><td>15.5%</td></tr><tr><td>Feb-09</td><td>1350</td><td>11.5%</td></tr><tr><td>Mar-09</td><td>1800</td><td>14.5%</td></tr><tr><td>Apr-09</td><td>1950</td><td>16.5%</td></tr><tr><td>May-09</td><td>1200</td><td>10.5%</td></tr></tbody></table></div><div><p>May '09 data is Preliminary data</p></div></div>	Month	Number	Percent	Oct-06	1200	10.5%	Nov-06	900	7.5%	Dec-06	800	6.5%	Jan-07	850	7.0%	Feb-07	850	7.0%	Mar-07	750	6.0%	Apr-07	700	5.5%	May-07	700	5.5%	Jun-07	750	6.0%	Jul-07	1150	8.5%	Aug-07	1100	8.0%	Sep-07	950	7.0%	Oct-07	1050	7.5%	Nov-07	750	5.5%	Dec-07	800	6.0%	Jan-08	1050	7.5%	Feb-08	1050	7.5%	Mar-08	700	5.5%	Apr-08	700	5.0%	May-08	850	6.0%	Jun-08	900	6.5%	Jul-08	1050	7.5%	Aug-08	1100	8.0%	Sep-08	1100	8.0%	Oct-08	1450	10.5%	Nov-08	1650	12.0%	Dec-08	1300	11.5%	Jan-09	1850	15.5%	Feb-09	1350	11.5%	Mar-09	1800	14.5%	Apr-09	1950	16.5%	May-09	1200	10.5%	
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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>55</td></tr><tr><td>Apr '09</td><td>58</td></tr><tr><td>May '09</td><td>35</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	55	Apr '09	58	May '09	35	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																																			

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<u>Month of May</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	40	NA	-
		# Referred to RLAH	33	24	57
		# Transfers	24	24	48
		# Denied	0	NA	-
		# Cancelled	16*	NA	-
		# Patients refused*	10	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	44	NA	-		
# Referred to RLAH	44	3	47		
# Transfers	27	3	30		
# Denied	2	NA	-		
# Cancelled	13	NA	-		
# Patients refused	1	NA	-		
Other /Pending	1	NA	-		

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Indicator	Definition	Data	Comments																																																
		<div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>22</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr></tbody></table></div> <div><p>Patients Transferred to Other Hospitals</p><table><thead><tr><th>Month</th><th>Rancho</th><th>other hospitals</th></tr></thead><tbody><tr><td>Nov '08</td><td>35</td><td>14</td></tr><tr><td>Dec '08</td><td>38</td><td>20</td></tr><tr><td>Jan '09</td><td>53</td><td>14</td></tr><tr><td>Feb '09</td><td>48</td><td>18</td></tr><tr><td>Mar '09</td><td>56</td><td>29</td></tr><tr><td>Apr '09</td><td>61</td><td>35</td></tr><tr><td>May '09</td><td>55</td><td>37</td></tr></tbody></table></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	May '09	24	28	Month	Rancho	other hospitals	Nov '08	35	14	Dec '08	38	20	Jan '09	53	14	Feb '09	48	18	Mar '09	56	29	Apr '09	61	35	May '09	55	37	
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p style="text-align: center;"> ◆ Target ALOS ■ Actual ALOS </p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

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Indicator	Definition	Data	Comments																																								
Indicator #6 – Pediatric Metrics																																											
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	<p>Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p>Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p>Source of Data: Affinity</p>	<div><p>Pediatrics</p><table><thead><tr><th></th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr></thead><tbody><tr><td>■ Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr><tr><td>□ Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr><tr><td>□ Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr><tr><td>□ Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr><tr><td>■ Mar-09</td><td>57%</td><td>72%</td><td>70%</td><td>80%</td></tr><tr><td>□ Apr-09</td><td>57%</td><td>60%</td><td>60%</td><td>75%</td></tr><tr><td>■ May-09</td><td>62%</td><td>72%</td><td>70%</td><td>80%</td></tr></tbody></table></div>		NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	■ Nov-08	56%	54%	50%	33%	□ Dec-08	52%	60%	60%	40%	□ Jan-09	52%	68%	70%	75%	□ Feb-09	50%	80%	80%	85%	■ Mar-09	57%	72%	70%	80%	□ Apr-09	57%	60%	60%	75%	■ May-09	62%	72%	70%	80%	
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